Joint Task Force IG

The Joint Task Force Inspector General

Joint Task Force IG

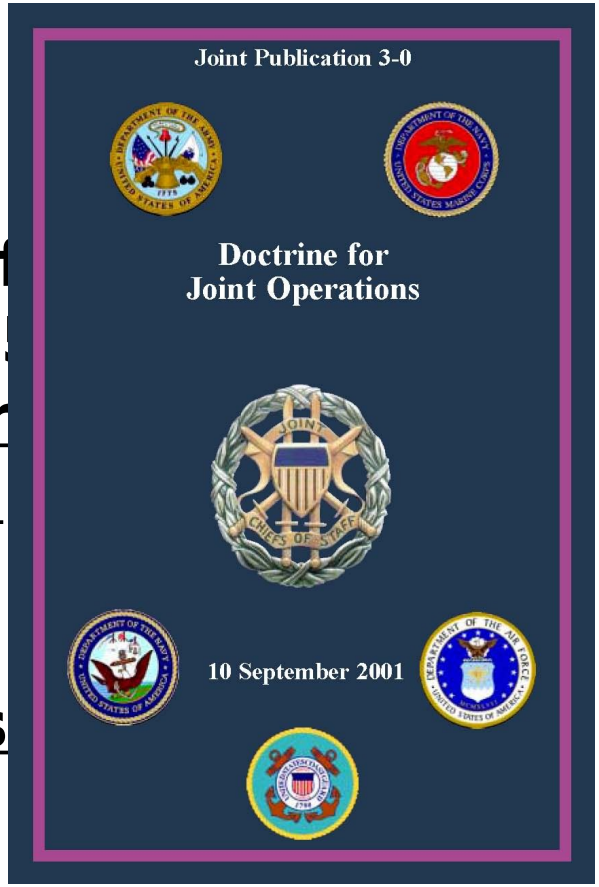
Enabling Learning Objectives

- **Define a Joint Task Force.**

- **Describe the reasons for creating a Joint Task Force.**

- **Describe the immediate Joint Task Force transition considerations for an Army IG office.**

References



- **Chairman of the Joint Chief Staff Manual (CJCSM) 3500.0 Joint Task Force Headquarter Master Training Guide (MTG)**

- **Joint Publication 3-0, Doctrine for Joint Operations**

- **Army Regulation 20-1, Inspector General Activities and Procedures, Chapter 9**

Joint Task Force IG

Useful Web Sites

- **CJCSM 3500.05: http://www.dtic.mil/doctrine/jel/cjcsd/cjcsm/m3500_05.pdf**

- **Joint Publication 3-0: http://www.dtic.mil/doctrine/jel/new_pubs/jp3_0.pdf**

- **Joint Electronic Library: http://www.dtic.mil/doctrine/**

- **Joint Chiefs of Staff: http://www.dtic.mil/jcs/**

- **Joint Publication 1-02:**

Joint Task Force IG

Joint and Expeditionary Mindset

- **The Global War on Terror (GWOT) demands that the Army be an expeditionary force ready to deploy quickly anywhere in the world and fight as part of a Joint team.**
- **Modular Army brigades (Units of Action) will likely be employed as part of Joint Task Forces (JTFs) within Combatant Commands.**
- **IGs must stand prepared to adapt to a J environment on little or no no**
- **Leaders must prepare for a *campaign-quality* Army with a Joint and Expeditionary mindset!**

Joint Task Force (JTF)

ELO

What is a JTF?

- **A JTF is a joint force constitute and so designated by the Secreta of Defense, a Combatant Comma a Sub-Unified Commander, or an existing JTF.**

- **Joint for U.S. forces means multiple U.S. services organized to perform a particular operational mission.**

- **A Combined Joint Task Force (CJTF) would include multi-service elements of two or more nations.**

Joint Publication 1-02, DoD Dictionary of Military and Associat

Joint Task Force (JTF)

ELO

Why form a JTF?

- **A contingency operation arises that may include a wide variety of military operations.**

- **The Commander of the Combatant Command assigns the mission for – and activates – a JTF for this contingency operation normally during Crisis-Action Planning (CAP).**

- **The Commander appoints the JTF Commander and assigns that Commander the mission.**

- **Operations may involve ground, maritime, air, and special operations forces in any combination working unilaterally or in cooperation with other nations.**

CJCSM 3500.05, MTG Task Number 100-00-CJTF, page 5

Joint Task Force IG

Some Current JTFs

- **CJTF 7 – Built around the U.S. Army's III Corps and headquartered in Baghdad, Iraq (now Multi-National Corps – Iraq).**
- **CJTF 76 – Built around the U.S. Army's 25th Infantry Division and headquartered at Bagram Air Base, Afghanistan.**
- **JTF Bravo – Built around elements of U.S. Army, South**
- **CJTF 6 – Headquartered at Fort Bliss under the command of Northern Command (NORTHCOM)**
- **JTF GTMO – Headquartered at**

Joint Task Force IG

Echelon of Command

Combatant Commands

- **JTFs are routinely organized to serve under a Combatant Command.**

- **Combatant Commands are unified (multi-service) commands with a broad, continuing mission and that have geographic or functional responsibilities.**

- **Combatant Commands serve under a single commander whom the President designates with advice from the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.**

Echelon of Command

Combatant Commands

(continued)

- **Nine Combatant Commands currently exist.**

  - **U.S. Central Command (CENTCOM**
  - **U.S. European Command (EUCOM)**
  - **U.S. Joint Forces Command (JFCOM**
  - **U.S. Northern Command (NORTHC**
  - **U.S. Pacific Command (PACOM)**
  - **U.S. Southern Command (SOUTHCOM)**
  - **U.S. Special Operations Command (SOCOM)**
  - **U.S. Strategic Command (STRATCOM)**
  - **U.S. Transportation Command (TRANSCOM)**

Echelon of Command

Combatant Commands

(continued)

- **Three examples of a Combatant Command's focus are as follows:**

  - **Central Command (CENTCOM) – focused geographically on Southwest Asia and Africa**

  - **Southern Command (SOUTHCOM) – focused geographically on Central and South America**

  - **Transportation Command (TRANSCOM) – focused functionally on providing military hardware from the industry to the user**

Joint Task Force IG

JTFs and the IG

- **Current Joint doctrine does not address the inclusion of the IG in the JTF headquarters.**

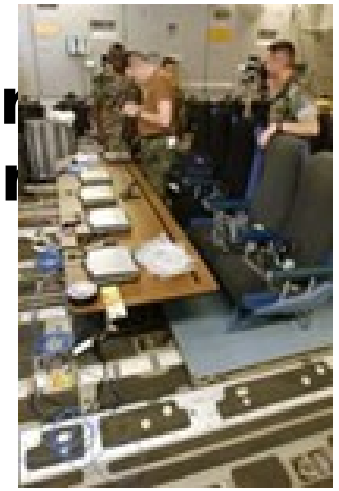
- **Chairman of the Joint Chiefs of Staff Manual 3500.05, Joint Task Force Headquarters Master Training Guide, describes the steps required to build a JTF headquarters but does not include the IG.**

- **IGs are an important part of the JTF headquarters and the JTF Commander's staff, but IGs must bridge the Joint doctrine gap with recent experience.**

Forming a JTF

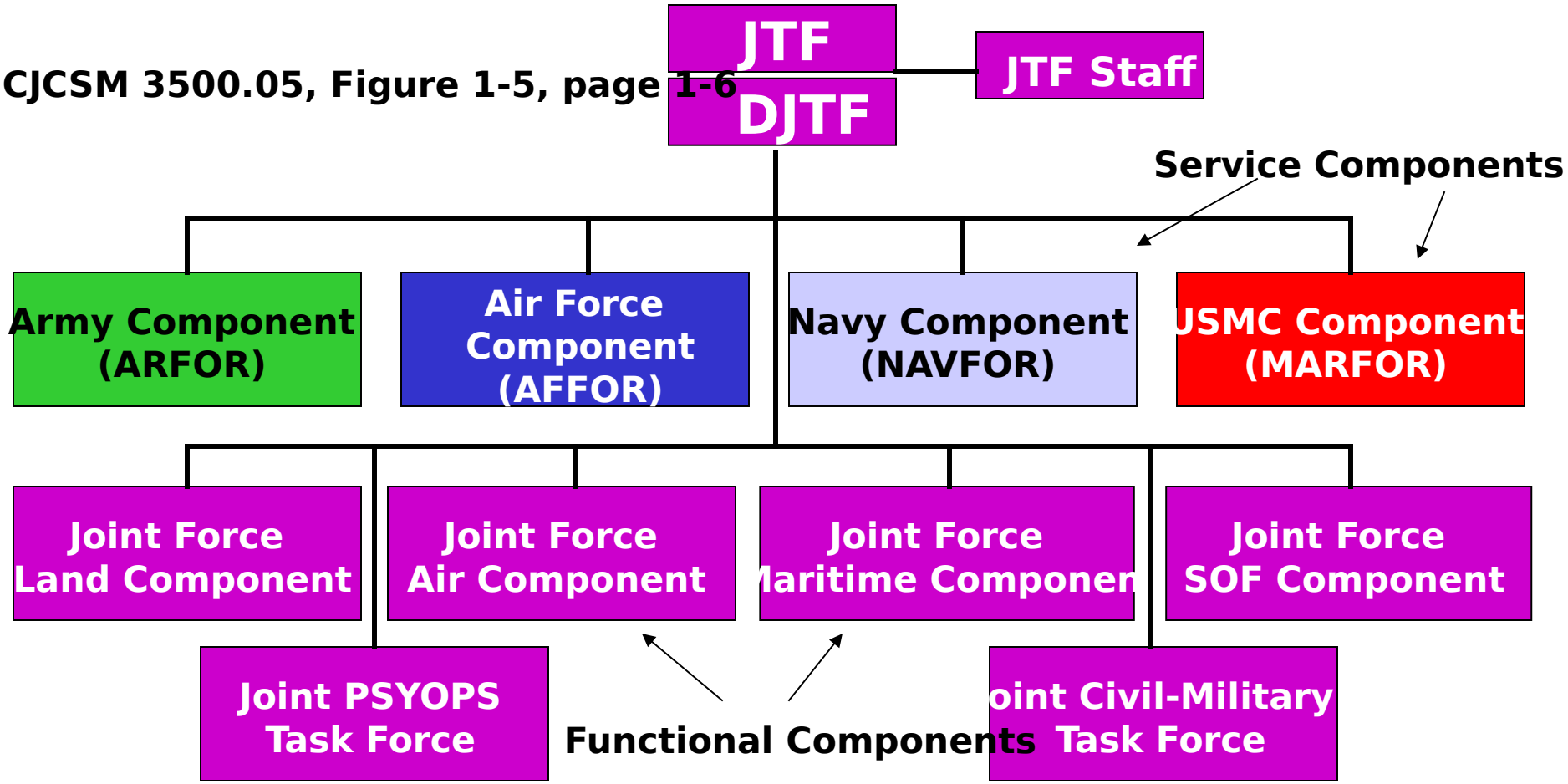
- **Chairman of the Joint Chiefs of Staff Manual 3500.05, Joint Task Force Headquarters Master Training Guide, Chapter 5, outlines six steps for standing up a JTF.**

  - **Step 1: Form the JTF Headquarter**
  - **Step 2: Conduct Crisis-Action Plan**
  - **Step 3: Deployment**
  - **Step 4: Employment**
  - **Step 5: Transition**
  - **Step 6: Redeployment**



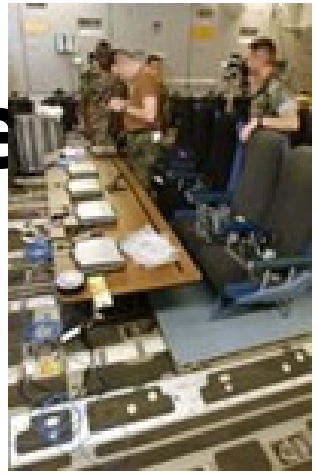
Basic JTF Structure

CJCSM 3500.05, Figure 1-5, page 1-6

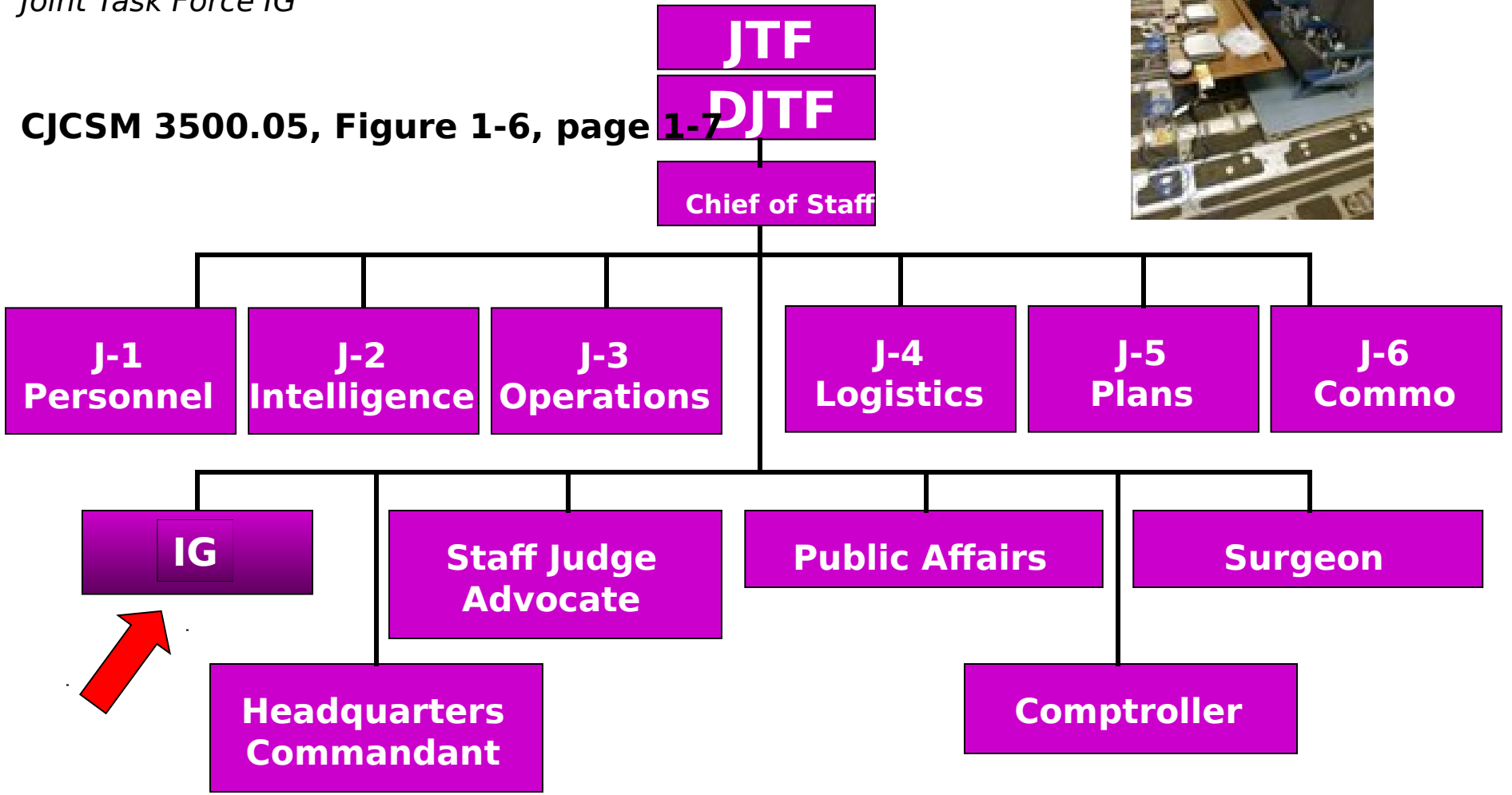


Joint Task Force IG

Basic JTF Staff Structure



CJCSM 3500.05, Figure 1-6, page 1-7



Joint Task Force IG

The JTF IG

Office Structure Considerations

- **The size of the IG office depends upon the size of the JTF and the mission.**
- **Some portion of the shop must remain behind to handle rear-detachment and family issues (split-based operations).**
- **The IG office members should be trained IGs that represent all services (officers, NCOs, and civilians as appropriate) and components.**
- **The IG office should have sufficient vehicles assigned to ensure mobility and responsiveness to supported units within the Area of Operations.**

Joint Task Force IG

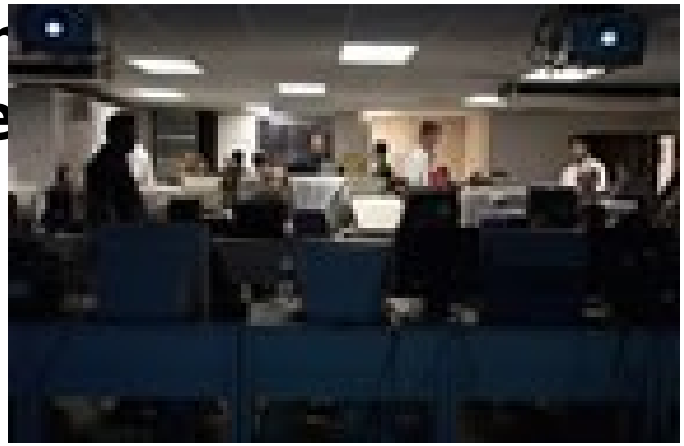
The JTF IG

Office Structure Considerations

(continued)

- **Structure the office based upon the IG functions, but everyone must be able to perform all functions due to changing work priorities.** ***Be multi-functional and multi-service!***

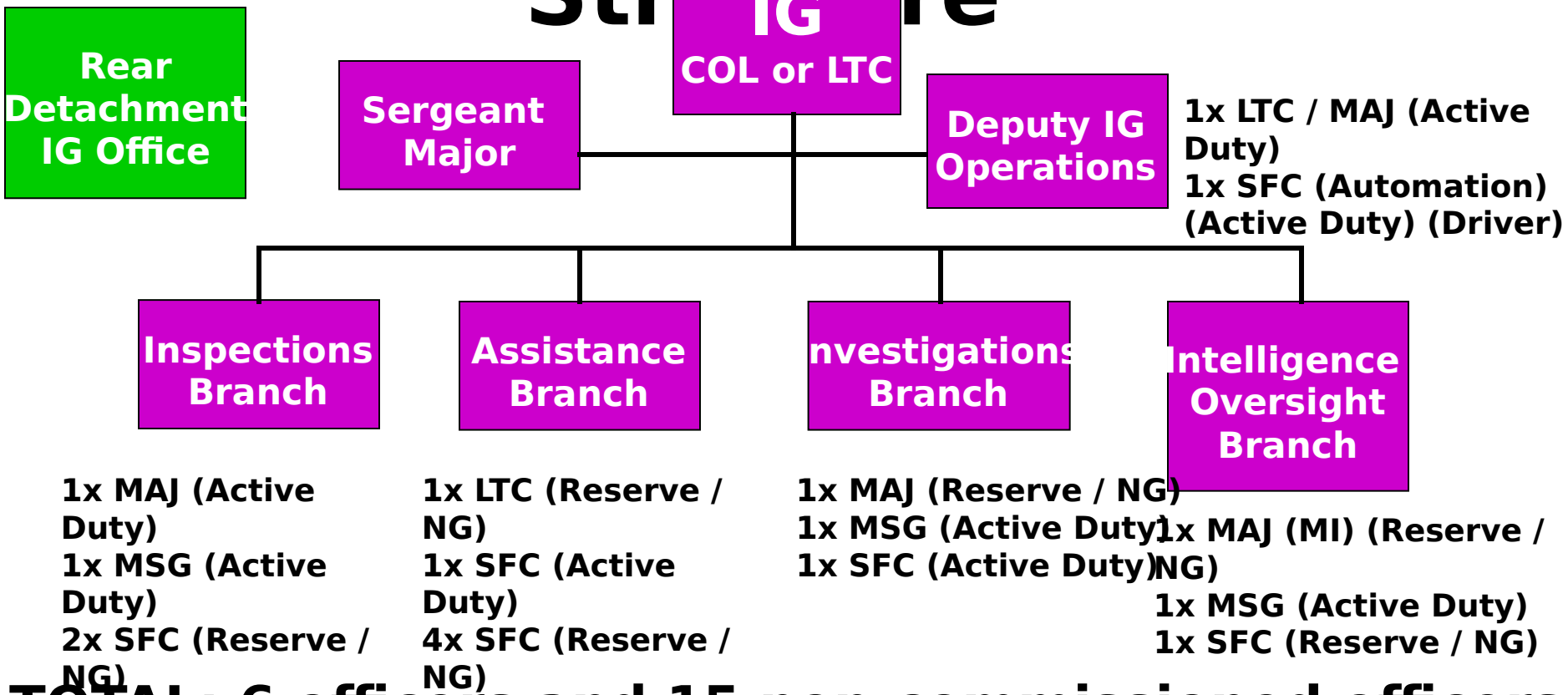
- **Augmentation may be necessary, so notify your command as soon as you will need additional pe**



Joint Task Force IG

Proposed JTF IG Office Str re

JTF-7 (Spring 2004
11x IGs:
6x III Corps
3x USMC
x USAF (Automation



TOTAL: 6 officers and 15 non-commissioned officers

Size depends upon the Joint Manning Document!

Joint Task Force IG

Proposed JTF IG Office Structure

The mission and force requirements may require only a small IG presence forward in the Area of Operations.

1x COL / LTC
1x SFC (Assistance)
1x SFC (Driver)

IG
COL or LTC

(Forward)

- **The IG's forward mission should be to monitor, evaluate, and assess key areas of interest for the commander through Inspections.**
- **The forward IG may only provide Assistance by referring IGARs to the larger, more robust rear IG shop for action and resolution.**
- **Reach-back connectivity is essential.**

Joint Task Force IG

Proposed JTF IG Office Structure

The Rear Detachment IG Office

Rear Detachment IG Office **(Rear)**

- **The Rear Detachment IG Office must be fully capable of assisting not only the forward-deployed IG shop but also the troops and families left behind.**

- **If the forward IG shop is large, the rear IG shop may require augmentation to enhance its capabilities to provide, at a minimum, the functions of Assistance and Inspections.**

JTF IG Office

Deployment Equipment Considerations

Joint Task Force IG

- **Sufficient office supplies to work in a potentially austere field environment**
- **Telephones and telephone connections**
- **SIPR and NIPR connections**
- **STU III secure telephones**
- **Portable paper shredder**
- **Laptop computers with Internet access**
- **Vehicle with driver (HMMWV or locally procured civilian vehicle)**
- **Specific field gear and clothing required for the Area of Operations**

The JTF IG

Immediate Transition Considerations

ELO

Joint Task Force IG

- **Other service IGs will be operating under different systems and rules – AR 20-1 does not apply to them!**

- **Subordinate commands from other services are not required to have an OIP in accordance with AR 1-201.**

- **Define command and IG reporting lines and procedures with the Combatant Command and JTF commanders.**

- **Establish connectivity with subordinate command IGs and the Combatant Command IG as soon as possible.**

Combatant Command IG

What can you expect?

Joint Task Force IG

- **Combatant Command IG shops serve as the commander's eyes, ears, voice, and conscience and inspect the readiness of the command's units.**
- **The IGs provide the findings to the commander, the staff, and the respective service IGs for resolution (service IGs must close the loop with the Combatant Command IG).**
- **Normally staffed with a Colonel or Navy Captain (O-6) and three other IGs.**

Combatant Command IG

Joint Task Force IG

What can you expect?
(continued)

- **Combatant Command IG shops tend to serve as referral nodes for passing issues to the respective service IGs for resolution.**

- **The Joint Staff IG decides which issue is referred to which service if a question arises.**

Joint Task Force IG

The JTF IG

Routine Operations

- **Secure and non-secure Internet, email, and telephonic connectivity with senior, subordinate, and rear IG offices is essential.**

- **The IG should request that the JTF Commander provide the IG a routine forum (such as the daily Battle-Update Briefing, or BUB) for disseminating information, providing trends, and teaching and training.**

- **The IG must be aware of emerging trends and readiness issues that surface within the JTF. *Be proactive!***

- **As an Army IG, deal directly with DAIG as**

Summary

- **A Joint Task Force is a joint force constituted by the Secretary of Defense, a Combatant Commander, a Sub-Unified Commander, or an existing Joint Task Force.**

- **Contingency operations drive the creation of Joint Task Forces.**

- **Immediate transition considerations for an Army IG office that becomes a JTF IG office include defining command and IG reporting lines and establishing connectivity with subordinate command IGs and the Combatant Command IG.**

JTF IG Functions

Joint Task Force IG

- **Inspections**
- **Assistance**
- **Investigations**
- **Intelligence Oversight**
- **Management Control**

JTF Inspections

The Organizational Inspection Program

Joint Task Force IG

- **An Army headquarters that transitions to a JTF will already have an OIP in accordance with AR 1-201, Army Inspection Policy.**

- **The IG must advise the JTF Commander on how best to tailor or adjust the OIP to meet the needs of a Joint organization.**

- **The JTF OIP must be flexible and adapt to the JTF's diversity.**

- **The JTF Commander determines the level of unit and staff involvement in any established OIP.**

AR 1-201, paragraph 3-2 g

JTF Inspections

The Organizational Inspection Program
(continued)

Joint Task Force IG

- **The JTF OIP will consist predominantly of Staff and IG Inspections since subordinate Commanders will not have the time to conduct short-fused Command Inspections.**

- **Possible IG Inspection topics may include a combination of compressed special and general inspections such as:**
  - **Communications connectivity with newly assigned organizations and units**
  - **Reserve unit readiness**
  - **JTF logistics system effectiveness**
  - **Mail services**
  - **Force Protection assessments**
  - **Detainee procedures**

Joint Task Force IG

JTF IG Inspections

Service Differences: U.S. Marine Cor

Marine Corps Order 5040.6G, Marine Corps Inspections

- **U.S. Marine Corps (USMC) IG Inspections are similar to the Army and adhere to similar principles.**

- **The USMC IG inspects the effectiveness of the various Commanding General Inspection Programs (CGIPs) throughout the Marine Corps.**

- **The USMC IG conducts compliance inspections of units or activities of the Marine Corps that are not in the operational or administrative chain of a major subordinate**

JTF IG Inspections

Service Differences: U.S. Navy

SECNAVINST 5430.57F,
Mission and Functions of the Naval Inspector General

- **U.S. Navy (USN) IG Inspections focus on mission performance and include both compliance and functional-area inspections.**

- **Evaluations focus on material condition, management effectiveness, use of resources, and compliance with statutory law.**

- **Reports are controlled in the Navy and releasable only with the Naval IG's (NAVINSGEN) approval.**

JTF IG Inspections

Service Differences: U.S. Air Force

Air Force Instruction 90-201, Inspector General Activities

- **U.S. Air Force (USAF) IG Inspections are compliance oriented by nature and focused strictly on combat readiness.**
- **USAF IG Inspections tend to be Operational Readiness Inspections (ORIs) that are both announced and unannounced.**
- **ORIs result in grad for the inspected units.**

Joint Task Force IG

JTF Assistance

- **The JTF IG must understand how other services handle and refer Assistance cases.**

- **Knowledge of Reserve, National Guard, and civilian issues is essential.**

- **Connectivity to the rear detachment IG office is critical to passing information and mutually supporting each other's activities.**

"Good Preliminary Analysis (PA) is the key to responsive service."
CJTF-7 IG

AR 1-201, paragraph 3-2 g

Joint Task Force IG

JTF Assistance

(continued)

- **The JTF IG must continue to provide Assistance on an area basis and – in some cases – travel to the units so that troops may present IG Action Requests (IGARs).**

- **Case tracking may have to occur manually using a spreadsheet if IGNET and other connectivity problems arise. *Contact DAIG for help if necessary!***

- **Multi-service technical channels are crucial to providing successful assistance in a Joint environment.**

JTF Assistance

Service Differences: U.S. Marine Corps

Marine Corps Assistance and Investigations Guide

- **The USMC IG conducts Assistance as an individual Request for Inspector General Action.**

- **USMC IGs follow the same seven-step Army IGAP.**

- **Some issues not appropriate are:**
  - **Major crimes**
  - **Adverse actions**
  - **Equal Opportunity**
  - **Correction of Fitness Reports**
  - **Redress of wrongs**

JTF Assistance

Service Differences: U.S. Navy

SECNAVINST 5430.57F,

Mission and Functions of the Naval Inspector General

- **The USN IG (NAVINSGEN) conducts Assistance not as a primary function but as an alternative to the normal chain of command.**

- **Complaints include violations of law, rules, and regulation; fraud, waste, or inefficiency; and abuse of authority.**

- **These complaints may result in an inquiry.**

Joint Task Force IG

JTF Assistance

Service Differences: U.S. Air Force

Air Force Instruction 90-301, Inspector General complaints

- **The USAF IG conducts Assistance in a similar manner as the Army.**

- **USAF IGs use the Automated Case Tracking System (ACTS) III database to track their cases (similar to IGNET).**

- **USAF IG records are considered privileged to protect confidentiality and privacy and are not releasable for Official Use Requests (OURs) without the USAF IG's approval.**

Joint Task Force IG

JTF Assistance

Service Differences: U.S. Air Force

Air Force Instruction 90-301, Inspector General complaints (continued)

- **USAF IGs will generally not accept IG cases 60 days after the alleged wrongdoing.**

- **Some issues not appropriate for the IG are:**
  - **EEO issues**
  - **NAF employee conditions or reprisals**
  - **Equal Opportunity issues**
  - **Administrative separations**
  - **Assignment matters**
  - **Claims against the government**
  - **Support of dependents and private indebtedness**
  - **Punishment under UCMJ**
  - **TRICARE complaints**
  - **Adultery**
  - **Matters addressed through other grievance channels (forms of redress)**

Joint Task Force IG

JTF Investigations

- **The proper procedures to follow for an Investigation may depend upon the service or nationality of the subject / suspect.**

- **Some Investigations on non-Army subjects / suspects may be handled best by an IG from the individual's service. *Don't hesitate to make such a referral!***

- **If the subject / suspect is Army, follow the Army rules outlined in AR 20-1.**

Joint Task Force IG

JTF Investigations

(continued)

- **Remember: Other services often use the results of an IG Investigation for adverse action.**

- **Provide the results to the applicable service IG in accordance with the rules governing the release of IG records as outlined in AR 20-1.**

JTF Investigations

Service Differences: U.S. Marine Corps

Marine Corps Assistance and Investigations Guide

- **The USMC IG conducts Investigations much like Army IGs with formal (Investigations) and informal (Investigative Inquiries) approaches.**
- **USMC IGs follow the same basic steps as an Army IG Investigation and do not recommend disciplinary action.**
- **USMC IGs can draw four types of conclusions:**
  - **Substantiated**
  - **Partially Substantiated**
  - **Not Substantiated**
  - **Unfounded**

JTF Investigations

Service Differences: U.S. Marine Corps

Marine Corps Assistance and Investigations Guide

(continued)

- **USMC IG records cannot be used as the basis for adverse action (without USMC IG approval).**

- **USMC IGs follow a Report of Investigation (ROI) format that closely resembles the Army format.**

- **Allegations against senior officials must be reported immediately to the USMC IG for action.**

JTF Investigations

Service Differences: U.S. Navy

SECNAVINST 5430.57F,

Mission and Functions of the Naval Inspector General

- **The USN IG (NAVINSGEN) is the senior investigative official in the Navy but does not investigate criminal activity.**

- **USN IG Investigations focus on the effectiveness of command procedures for good order and discipline.**

- **USN IG Reports of Investigation are internal memoranda, are privileged, and are not releasable without the approval of the NAVINSGEN.**

Joint Task Force IG

JTF Investigations

Service Differences: U.S. Air Force

Air Force Instruction 90-301, Inspector General Complaints

- **The USAF IG conducts Investigations under the commander's authority (CDIs, or Commander-Directed Investigations and Inquiries).**
- **IGs must report allegations against senior officials and colonels immediately in writing to the USAF IG (even if they are serving in a Joint assignment).**
- **IGs can release the name of a complainant on a need-to-know basis but never to a subject or witness.**

Joint Task Force IG

JTF Investigations

Service Differences: U.S. Air Force

Air Force Instruction 90-301, Inspector General Complaints (continued)

- **USAF Investigations follow a similar investigative process (standard of proof is preponderance of the evidence).**
- **Investigating Officers do not recommend specific punishments or administrative actions in the report.**
- **Category I Investigations: Complaints that can be quickly resolved through normal staff functions.**
- **Category II Investigations: Complaints that**

JTF Intelligence Oversight

Joint Task Force IG

- **Intelligence Oversight remains an IG requirement even in a JTF environment.**

- **Service procedures for Intelligence Oversight may differ, but the Department of Defense implementing directive remains the same: DoD Directive 5240.1-R.**

- **The purpose of Intelligence Oversight does not change: Enable Military Intelligence Components to accomplish their missions without violating the Constitutional rights of U.S. persons.**

Joint Task Force IG

Management Control

- **Management Control is based upon law and applies to all services and not just the Army.**

- **Army Regulations 20-1 and 11-2 outline an IG's responsibilities for Management Control in the Army.**

- **Management Control continues in the Joint world, and you will have to learn about the other services' implementation standards.**

- **The IG's Management Control responsibilities will normally be to monitor the program.**

Joint Task Force IG

The Joint Task Force Inspector General